

~~CONFIDENTIAL~~72-2511  
DD / S REGISTRY  
FILE Training 6  
21 JUN 1972

MEMORANDUM FOR: Deputy Director for Support

REFERENCE : DD/S 72-2344, Memorandum for the Record

SUBJECT : Midcareer Course Planning  
and the Managerial Grid

25X1 1. Your comments, and those of the DDS students, regarding  
the last Midcareer Course are useful for the course managers and  
will be carefully considered in their current planning. Course  
Chairman [ ] tells me he talked briefly to you [ ] about 25X1  
various possibilities and that your suggestion of having all DDS  
25X1 presentations given together [ ] will be tried for the next running.  
This will provide two evenings for informal discussions. He will  
consult with [ ] or anyone else you desire in your office to  
25X1 firm up details. Similar consultation with other Directorates will  
continue.

2. Former Midcareerists and classes have almost universally  
declared that the course is effective in breaking down parochialism,  
although we cannot say that it is 100% successful. Perhaps the most  
recent students were expecting too much too soon. Some of the  
favorable results of the course become apparent only on their return  
to their various Directorates.

25X1 3. The student comments concerning the Directorate-rating  
session in the Grid week have recurred frequently. While seven of  
26 students criticized this aspect this time, six others commented  
favorably on it in their critiques. Only two of 26 rated the Grid as  
a whole in some degree irrelevant, while more than half rated it  
"fully" or "almost fully applicable" to their jobs. In this last  
exercise, the Grid's creator, [ ] apparently is bringing  
the students back from their theoretical setting to the real world  
of their own offices and Directorates. Most learn from this that  
theory is not totally relatable to the real world and frequently has  
to bend to hard realities.

[ ]  
Acting Director of Training

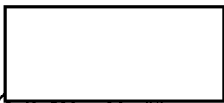

25X1

GROUP 1  
Excluded from automatic  
downgrading and  
declassification~~CONFIDENTIAL~~

DD/S REGISTRY

FILE

Training 6

TRANSMITTAL SLIP		DATE 15 JUN 1972
TO: Director of Training		
ROOM NO. 1026	BUILDING Chamber of Commerce	
REMARKS:		
<p>I believe that we should act together on the make-up of the Support segments of the course.</p> <p>This group mentioned being unhappy with the Directorate's rating session at the end of the Managerial Grid. Could you tell me the what and why of this piece of the program?</p> <div style="text-align: right;">   John W. Coffey </div>		
FROM: Deputy Director for Support		
ROOM NO. 7-D-26	BUILDING Headquarters	EXTENSION 

FORM NO. 241  
1 FEB 55REPLACES FORM 35-8  
WHICH MAY BE USED.

(47)

DD/S:JWC:llc (13 June 1972)

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DD/S 72-2344: Memo for the Record frm DD/S re Discussion with  
Support Mid-Careerists dtd 15 JUN 1972

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DD/S 72-2344

15 JUN 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Discussion with Support Midcareerists

1. On 12 June I met with the Support Directorate Midcareerists who had just completed the Midcareer Course. We talked about the course overall but gave particular emphasis to the Support Directorate segments. It appears that the fact that the Support elements appeared at different times rather than altogether was less bothersome than the lack of evening sessions or a combination of talent represented in the limited panel segment for us this time. I believe that we should ask OTR to consult with us (and presumably the same should apply to the other Directorates) on the proposed scheduling for Directorate representation at future Midcareer Courses. This will ensure that we have an influence in particular on the make-up of evening panels.
2. These Midcareer graduates also made the point that we should not insist on formal presentation by officers who might feel more comfortable in a seminar type atmosphere. Another idea was that if a senior official - normally a presenter - is not a good speaker consideration might be given to having one of his people do the formal talk with his senior taking on the question and answer period. These ideas might be made available to Support officers so that their principals can decide how best to present material for that component.
3. Somewhat bothersome is the reflection by these "students" that parochialism never seemed to disappear during this course being represented most strongly as I understand it by the Intelligence and Plans Directorate people.
4. The need to break up the otherwise monotonous pattern of sitting and listening in the same place day in and day out was also stressed. Our representatives felt even that the change locally [redacted] which put OMS "on" [redacted] was smart as a change of scenery offset the monotony.

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John [redacted] ey  
Deputy Director  
for Support

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